

OUR CUSTOMERS OUR PEOPLE

A RAILWAY FOR
THE DIGITAL AGE

Rail Delivery Group

 National Rail

 BRITAIN
RUNS
ON RAIL



- p20



Martin Griffiths

Mark Carne

FOREWORD

By Martin Griffiths, Chairman and Mark Carne, Deputy Chairman, Rail Delivery Group

Our railway is more crucial than ever to the future of our nation. From passenger services to moving freight, it underpins our way of life and our economic prosperity. Rail journeys have doubled in the last 20 years and are expected to double again by 2040. This huge success poses many challenges that the industry must rise to.

Now, after decades of underinvestment, Britain's railway is carrying out the biggest transformation since the Victorian era to ensure the railway and the trains can meet the demands of customers, communities and our country now and into the future.

Rail companies are now working together to deliver a £50bn+ Railway Upgrade Plan, providing new modern trains, more lines, better stations and vital investment in a more reliable network.

But this is not enough. We need to use advances in technology and smarter working to make train travel more comfortable, more accessible, more reliable and more affordable. From mobile ticketing to smarter signalling, huge change is underway.

Other industries have had to embrace technology and changes in outdated working practices in order to survive. We must embrace technology and change in order to grow.

New technologies and better ways of working will bring more, higher skilled jobs for current and future workers.

By growing we will create new opportunities in our industry, many in infrastructure and the supply chain. Latest forecasts point to tens of thousands more roles for men and women over the next 10 years. This is a better future for our customers and a better future for rail employees.

In short, modernisation of our railway is fundamental to improving life for our customers. And it will support the growth of our economy and the jobs of hundreds of thousands of people in the industry itself. That is the responsibility of us all, whether we are infrastructure providers, passenger and freight operators, part of the supply chain, trade unions or individual employees.

We are already on this exciting journey. We look forward to every part of our railway working together to reach our destination.

November 2016

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£10.1bn

added value rail contributes to UK economy every year



£30bn

value of goods moved by freight every year



£50+ bn

Railway Upgrade Plan for new trains, better stations, greater reliability



x2 journeys

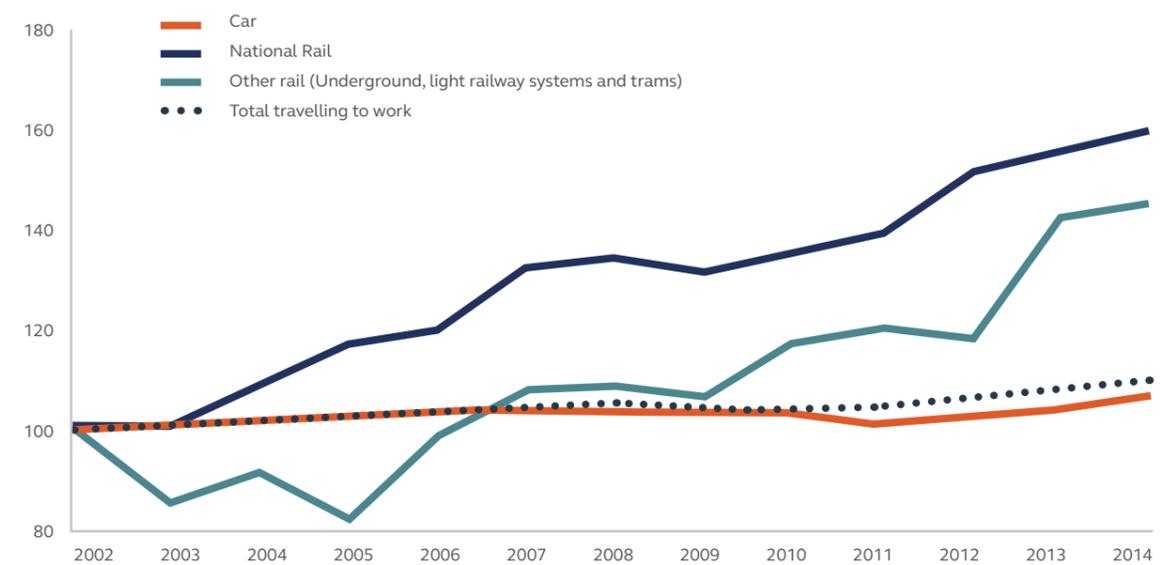
Rail journeys are expected to double by 2040



61%

increase since 2002 in rail as chosen mode of transport to get to work; car commuting has increased by 7%
See graph below

Mode of transport to work



Source: Department for Transport statistics and Office of Rail & Road data portal



THE CASE FOR CHANGE

Our customers are our priority, and new ways of working are essential if we are to offer them the level of service they expect and deserve for the money they pay - and the contribution taxpayers make.

We are facing an enormous capacity challenge, caused in part by our unprecedented growth. Passenger journeys have more than doubled since 1996, with an extra 3,800 trains per day and adding up to over 1.69 billion journeys a year. With our population predicted to rise by another 10 million in 25 years, demand can only increase.

Freight has also seen significant growth, benefitting the environment by taking millions of lorries off our roads, and playing a key role in improving the network by delivering track and ballast. Rail's success means it now contributes up to £10.1 billion in added value to the national economy every year.

To meet this ever-rising demand, we have to change. We have so far absorbed this extra volume on a network half the size it was at its peak around 60 years ago. We simply cannot absorb any more on routes between major urban areas unless we upgrade our tracks, signalling and trains. These changes will improve services and safety in the short term, and assist in sustaining long term growth in a way that our customers can afford.

The conventional solutions of the past are not enough to accommodate the growing needs of the nation.

We cannot turn the clock back and order old-style trains which lack modern technology, in the same way as you cannot buy new cars today without airbags and power steering.

We can build new tracks and extend trains and platforms, but even that will not be enough to provide the extra space for the services that customers and freight operators require. Among a raft of technological innovations, we need to use digital signalling, and we need new trains that will free employees to help customers more. The industry has been working together for some time to develop long term technical solutions to the capacity challenge while raising customer satisfaction, and we now need to step up the pace.

Customers are increasingly used to technology improving their lives, enabling them to be 'always on' and to access services and information at the swipe of a screen. In the same way that smartphone technology spelled the end to queues outside phone boxes, planned innovations in rail are a game changer for the industry. Within transport, driverless cars are now a reality in Britain, while demand for electric cars continues to rise.

Modernisation is happening at pace in almost all areas of life, yet rail is playing catch up. If we do not join the technological revolution, we will fall even further behind, posing a very real threat to the jobs we provide and the economic contribution we make.



65,000,000

Britain's population now, forecast to rise to 75,000,000 by 2040



4.6 million

average daily number of passenger journeys in 2016



3.9%

average annual journey growth since 1997-98, compared to 0.6% in 18 years prior



76

each freight train removes up to 76 lorries from Britain's roads, resulting in 1.6bn fewer HGV kms a year



WHAT DOES THIS MEAN FOR... CUSTOMERS

Just as technology now touches on all areas of life, modernising the railway encompasses changes to improve every part of the customer's journey. The changes we want to make will transform how customers buy a ticket and find out about their train service, both before and during their journey – from their smartphone or tablet, or from rail colleagues at improved stations.

They will mean millions more journeys are made on fast, modern trains which can run more reliably, more safely and more frequently thanks to state-of-the-art signalling and intelligent train monitoring. These changes, alongside the critical day-to-day work Network Rail carries out to maintain around 30,000 bridges, 2,500 stations and over 20,000 miles of track, will mean we can provide ever more efficient and high quality services to more and more customers.

Punctuality and reliability are an overriding concern, to our customers as well as to us, as is keeping the promises we make in our timetable. That is our baseline, but we want to go far beyond that to offer a rail service that takes advantage of all that technology offers in providing the highest standards our customers deserve.



The Intercity Express Programme will mean brand new trains on the East Coast and Great Western Mainlines from 2017

New trains – faster, more comfortable, more reliable, safe

Trains today are manufactured for an international market and are equipped with the latest technology as standard. They offer clear advantages over older rolling stock still in use on some parts of the GB network. New trains are more reliable and more comfortable, with air conditioning and improved access for people with reduced mobility. We plan to introduce more than 5,500 new carriages to the fleet by 2021.

The design of modern electric trains means that they are more reliable and so require less maintenance. With fewer breakdowns, delays are reduced. They are also more energy-efficient and have better acceleration, cutting journey times. And new technology means that their condition can be monitored while they are in service, reducing the disruption caused by unexpected breakdowns.

Beside these improvements, modern trains include automatic door closure, which allows the driver to open and close the doors. This means smoother and more punctual arrivals and departures. On older trains where the driver does not control the doors, the guard or conductor stands on the platform to ensure everyone is on board, then gets on the train, closes the doors and signals to the driver to depart.

On new trains, the driver can use CCTV cameras to check and close doors safely before setting off. Research indicates that when drivers control train doors there is a 23% reduction in train 'dwell times' at stations, bringing improved reliability as well as faster journeys.

Today, trains may be cancelled if a guard or conductor is unavailable at short notice. By contrast, when the driver operates doors, the train can depart without the second employee if there really is no alternative. This will help to reduce delays, especially during periods of disruption.

More than 30% of trains running in Britain already operate in this way. On London Underground and other metro services in major cities around the world, the driver is the only staff member on board. When used on longer commuter and regional routes, there is usually a second person on board, but they can focus wholly on customers rather than being responsible for doors, which brings further benefits.

They can sell tickets, reducing the need for customers to buy tickets at stations if they are pressed for time. They can provide more help to elderly customers and those with disabilities or reduced mobility. They will have more contact with passengers, providing information and reassurance.

Finally, but just as important, research by the independent Rail Safety and Standards Board (RSSB) has found that driver-only operated trains could be beneficial by removing the potential risk of miscommunication between driver and guard when opening and closing doors. For more than 30 years, thousands of trains have run each day in Britain with only the driver operating the doors. The RSSB findings show that the rate of harm for passengers across the network has fallen by approximately a quarter over the last decade, and there has not been a fatal accident caused by train doors for over 15 years.



More than 30% of trains running in GB have drivers operating the doors

Which countries use trains with driver controlled doors?



Denmark



Australia



Germany



New Zealand



USA



Canada



Ireland

WHAT DOES THIS MEAN FOR... CUSTOMERS



17 average number of carriages that will be built every week between now and 2020



average age of trains estimated to fall from 21 years to 16 years over the next five years

23%



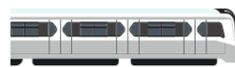
estimated reduction in dwell time at stations through drivers operating doors¹

¹ Research by Steer Davies Gleave, 2013

9 years

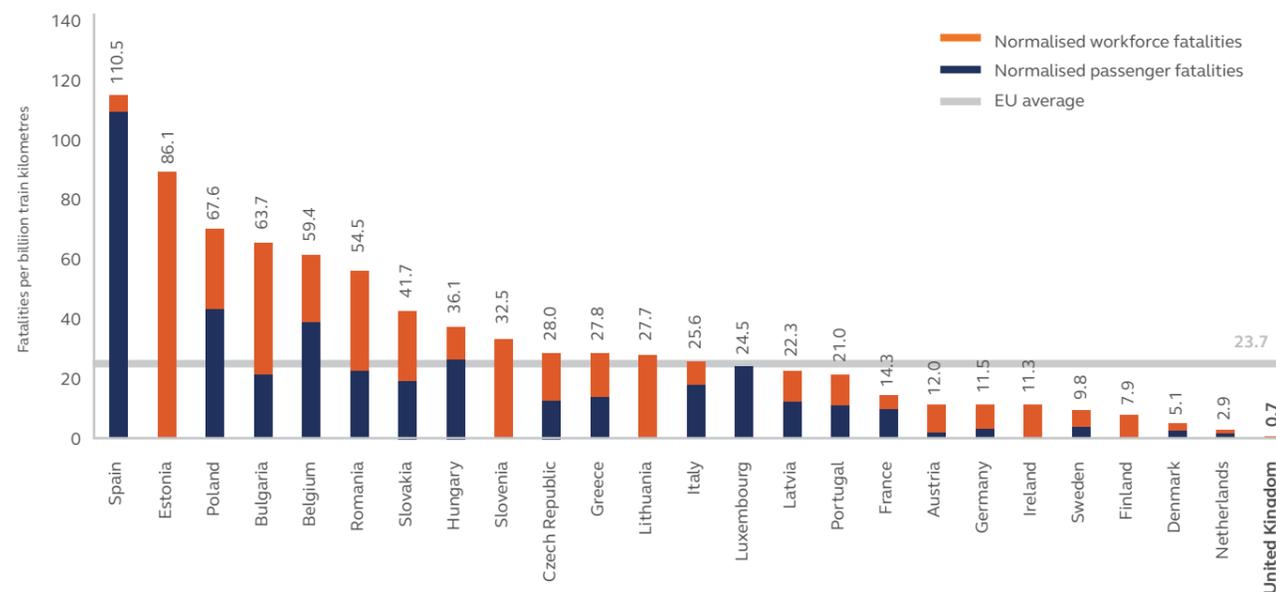
RSSB research shows there has been a record ninth consecutive year with no rail passenger or workforce fatalities caused by train accidents

5,500+



new carriages will be on the network by 2021

European comparison: workforce and passenger fatalities



Source: RSSB/Eurostat



Fian Chandler (far left) and team

CHANGING ROLES

Fian Chandler On Board Supervisor – Gatwick Express

Fian works as an On Board Supervisor (OBS) on the Gatwick Express trains operated by GTR. The drivers can close the doors, meaning the recently-introduced OBS role is 100% focused on customers, answering questions about fares, ticketing and onward connections.

“I’ve been doing the job since August 2016”, says Fian who, before taking on the OBS role, was a Revenue Protection Officer for five years.

With brand new trains introduced on to the Gatwick Express route replacing 1980s carriages, Fian has learnt how to make announcements on and reset the public address system, contact the driver and carry out emergency procedures.

The new Class 387 trains have standard double doors instead of narrow doors at the end of the carriages, more luggage space, and free on-board Wi-Fi. “They’re more reliable. The old Class 442s were on their last legs. Customers didn’t always realise there was someone on-board.”

Old ticket machines carried by staff have also been replaced by a much lighter tablet linked to a small printer, and a little chip and pin reader. The 4G-enabled technology is, according to Fian, really fast. “Fares are up-to-date and live.”

“My new job role is more or less the same, only with much more smiling! The OBS role is a brilliant idea.”

“I actually have time to chat to the customers. Everyone gets a ‘hello’. Before, it was all about highlighting the people without the tickets. Now I’ve got the freedom to spend time helping people with their journey planning if they need it. That’s part of my remit.”

WHAT DOES THIS MEAN FOR... CUSTOMERS

New signalling – reducing delays, allowing more trains, improving safety

In today's busy railway, a single problem can cause hours of disruption. A modernised railway with upgraded train control and signalling systems will deliver enhanced safety and more capacity and capability, and at lower cost. The European Rail Traffic Management System (ERTMS), which we are introducing, represents one of our most important transformations. It will bring modern signalling and traffic management systems which will allow the industry to respond better to disruption and restore services more quickly. It will also increase our capacity to run more trains.

A key component in the new system is on-board driver information, which will replace lineside railway signals with a computer display inside the train cab that shows drivers the maximum speed and the distance to travel. Instead of looking outside for the signals telling them whether it is safe to go, drivers will find the information they need inside their cab.

Network Rail is part way through a major project to shift signal management and control to 12 state-of-the-art Rail Operating Centres (ROCs). The ROCs, which operate 24 hours a day and bring signallers, controllers and train operating colleagues under one roof, enable faster solutions to operational problems. This will reduce delays and provide more capacity and better customer information. The ROCs will eventually control Britain's entire network and replace more than 800 signal boxes that are currently used to control trains.

The benefits of the new system will be substantial. Under the current system, operators ensure safety by spacing out trains according to the braking distance of the older trains in the GB fleet. With digital signalling, braking distances are based on individual trains, allowing more trains to run closer together. Thameslink, which will use the latest technology, will be capable of running up to 24 trains an hour through central London in each direction, up from the current average of around 18 trains an hour.



What are the new systems and technology?

- **European Train Control System:** in cab digital signalling - allows trains to run closer together, faster and more safely.
- **Connected Driver Advisory Systems + Automatic Train Operation:** provides decision support to drivers so that they have the information they need at the right time to boost performance and safety.
- **Traffic Management:** maximises network conditions and performance, adapting in real-time as conditions change to allow faster recovery after disruption.



The old and the new: traditional mechanical levers are being replaced with state-of-the-art ROCs

WHAT DOES THIS MEAN FOR... CUSTOMERS

New communication systems – assisting drivers and signallers, keeping customers informed

The introduction of GSM-R (Global System for Mobile Communications-Railway) has delivered a secure, reliable network-wide radio system which allows drivers and signallers to share information quickly while trains are in service.

Billions have been invested over the last four years in installing software and equipment in thousands of trains, and in erecting 2,500 masts across the country, laying the vital groundwork for a modern, digitally enabled network.

As well as communicating with their colleagues, drivers are able to update customers when there are delays. Signallers and control rooms are able to speak directly to customers too, keeping them updated and reducing frustration. This will also lower the risk of customers trying to leave the train when there are lengthy delays, once again contributing to a safer railway.

Looking further ahead, the industry is working to feed real time information, taken from all operators' customer information systems, direct to every train by 2018. This will make up-to-the-minute journey information available to customers on board, so that they won't have to check their smartphones for updates. In addition, we are working on a major project to link GPS data about a train's exact location into customer information systems. As a result, journey information will include more accurate predictions and customers will know more precisely when their train will arrive.

Taken together, all these developments will provide a step change in the level of quality and detail of the information we provide to our customers. Our pledge is to provide timely, relevant and accurate information that is easily understandable and accessible whenever and wherever it is required. Customers will be able to make informed choices about their travel plans, consistent with the expectations they have of a 21st century railway.

New ways of buying tickets – smarter, simpler, easier

We know that buying a ticket can be confusing for some customers and frustrating for others, particularly if they are accustomed to buying day-to-day items using their smartphones. We have been behind the times, but are now working on a series of projects to modernise and improve how we sell tickets. Already more and more train travellers are purchasing 'm-tickets' online and downloading them to smartphones or other devices. We have listened to customers who tell us they want mobile-friendly, smarter electronic tickets using technology and products they are familiar with, such as smartcards and barcode readers.

The following projects mean that millions more will enjoy the benefits of innovative smartcards, digital tickets and contactless payments. Smart ticketing will also help us

improve the information we give customers, as it allows us to send them personalised information based on what we know about their travel patterns. But no-one will be left behind, and where we retain traditional paper tickets, we ensure that they take advantage of updated technology too. Whatever method our customers prefer, buying, storing and using train tickets will be much simpler and more convenient.

- **Mobile tickets** will allow customers to buy tickets using their mobile phones wherever they are in Britain: at every station and with every train company.
- **Smartcard season tickets** will replace the paper versions and won't wear out – and will also offer companies the potential to provide part-time and shift workers with season tickets that reflect how they work.
- **Paper tickets** will be in keeping with current technology, rather than the outdated 1980s version now in use

Like customers, we too wish to see simpler fares. The long-established regulations governing rail fares, which were well-intentioned and designed to protect customers, are now preventing train companies from modernising the system and giving customers simpler fares which they can trust. We are working with government to achieve reforms that will benefit customers.

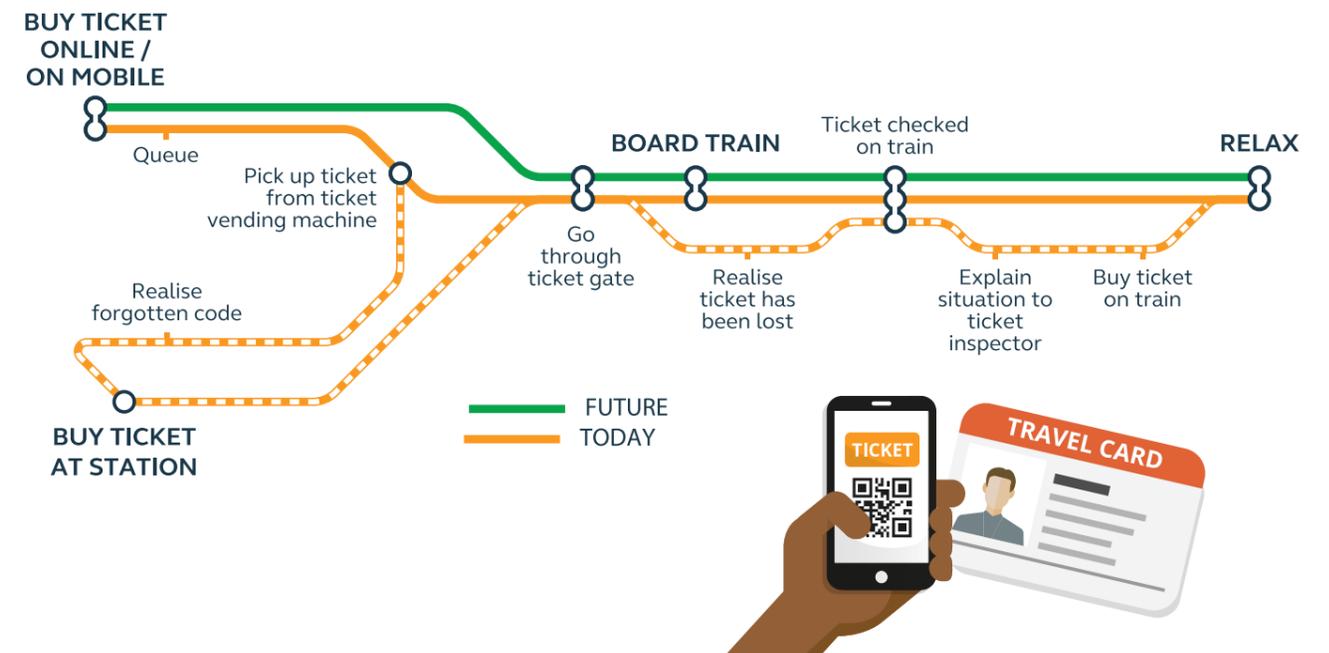
Before GSM-R:

- Fewer than 30% of trains had secure train radio systems; remainder had less effective radio communications
- Fragmented, poor quality communication lines



After GSM-R:

- Drivers and signallers can talk securely on a clear, high quality line from any train
- Fewer delays due to better communication
- Safer for drivers who have no need to leave the train to get latest information, and have emergency stop facility



WHAT DOES THIS MEAN FOR... CUSTOMERS



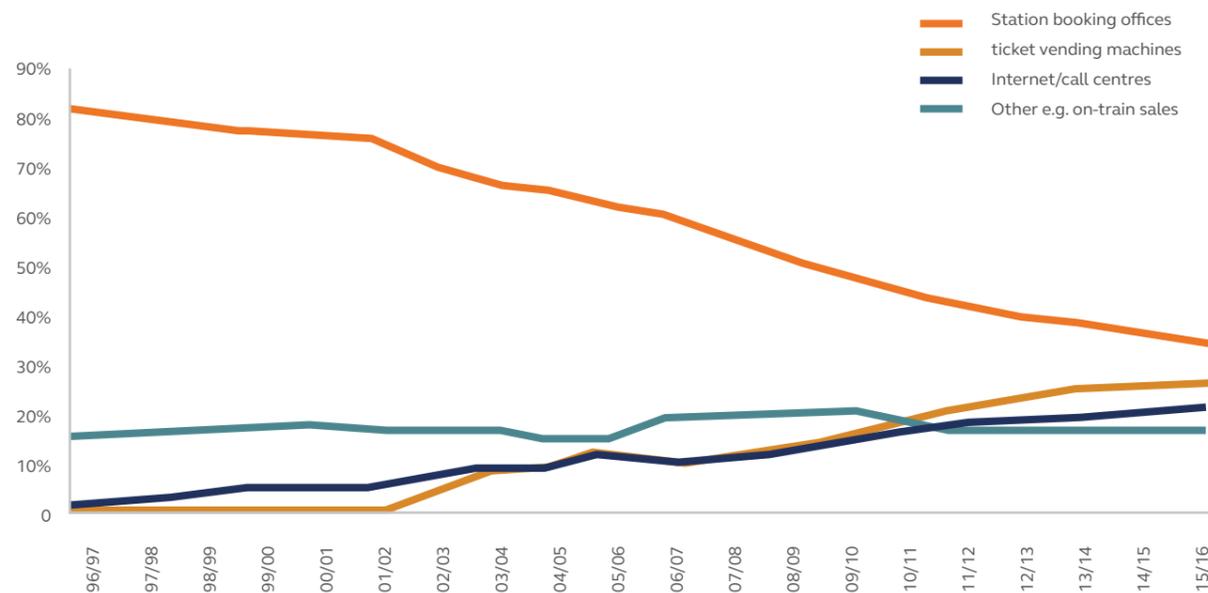
The proportion of tickets sold at ticket offices has fallen from **82% to 34%** since 1996/97

Modern tickets will also make it easier for companies to provide customers with compensation in case of delay. A growing number are already offering automatic compensation to customers using smart tickets, and that will increase.

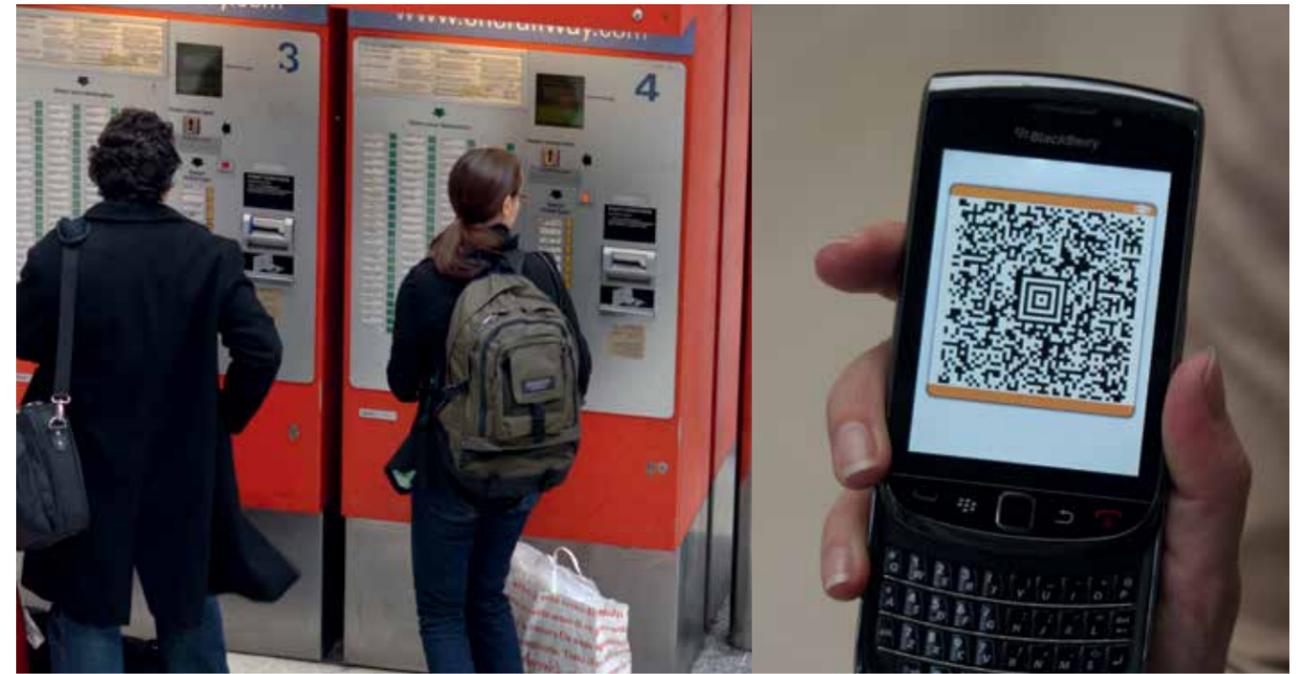
As the way customers buy tickets changes, and the number using ticket offices continues to fall, we want to meet those

changing needs. Bringing employees out of ticket offices and on to platforms and concourses will allow them to help customers plan their journeys face-to-face, as well as sell them tickets. Colleagues who are visible on a platform can help people more quickly than when sitting in an office, bringing further improvements in the way we support our customers – our primary concern as we develop and modernise using all the benefits new technology provides.

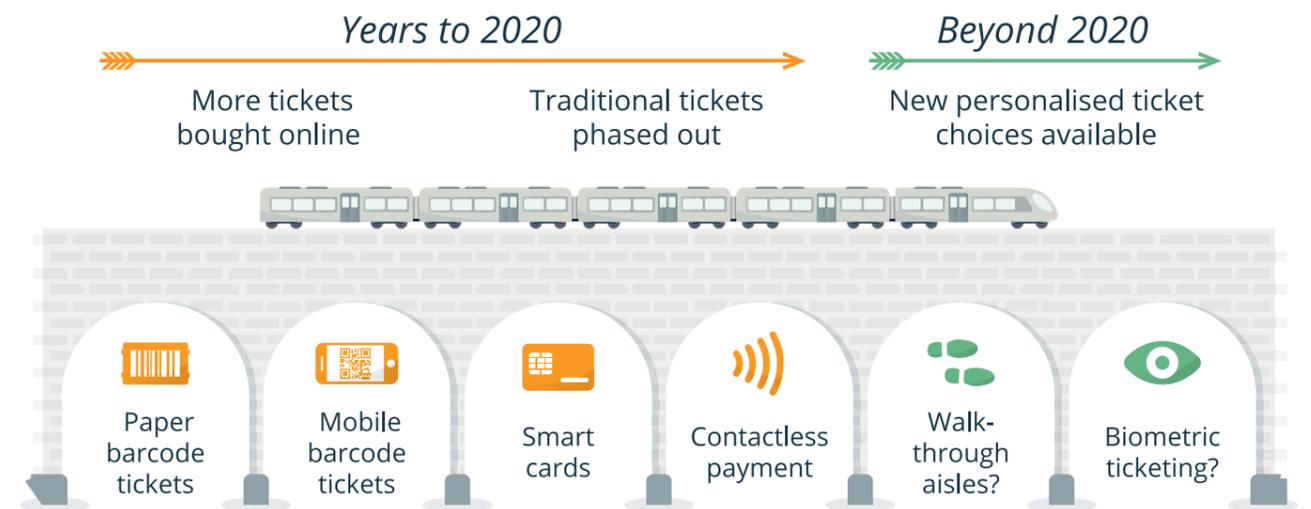
Mode of ticket purchase



Source: Lennon, the rail industry's central ticketing system which records 98% of all train journeys



Smart ticketing will also help us to improve the information we give customers, by allowing us to send them personalised information based on what we know about their travel patterns.



WHAT DOES THIS MEAN FOR... THE NATION

A safe and growing railway

The rise in passenger journeys in the last 20 years has helped to generate billions of pounds in revenue for the government to reinvest back into the railway. The £10.5 billion of income raised by the industry each year now more than covers day-to-day running costs, saving substantial amounts of taxpayers' money.

Only by offering better, faster and more services will we be able to continue to attract more customers to the railway, and in that way continue to enable the government to fund one of the biggest investment programmes in rail's history.

Millions of people rely on the railway every day to get them to work, education, and where they need to be.

Modernising the railway means we can continue to do that, and also create thousands of new highly-skilled jobs, boosting economic growth. Especially on the busiest routes, faster trains with improved connections, more seats and better reliability improve access to jobs and services, and open up new opportunities for business.



The railway ran at a **£2 billion loss** in 1997-98 in terms of day-to-day costs



£10.5 billion income raised by industry in 2014-15



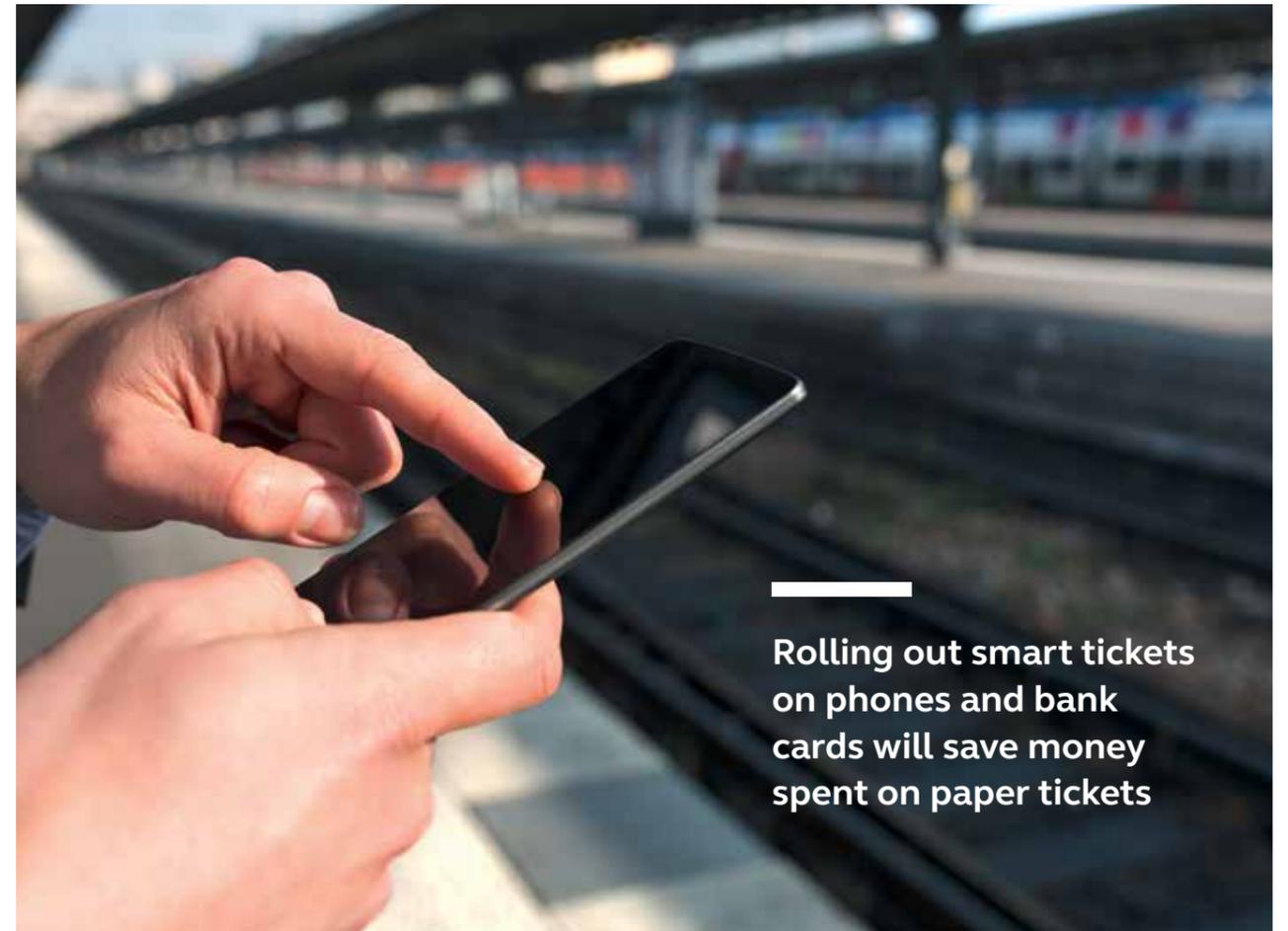
97p per £1

for every pound raised, 97p is ploughed back into the railway; 3p goes towards operator profit



£4 billion

amount of tax rail pays to the public purse



Rolling out smart tickets on phones and bank cards will save money spent on paper tickets

Cost savings through technology

On-board colleagues who are able to focus on customers rather than on operating doors will be able to check and sell more tickets – helping to reduce the estimated £200m that is lost every year through fare dodging.

Rolling out smart tickets on phones and bank cards will save money currently spent on the 650million paper tickets with the outdated magnetic stripe that are issued every year.

Digital signalling – cheaper than conventional signalling – will deliver long-term cost savings. And as signalling is increasingly managed from Rail Operating Centres, maintenance costs for lineside signals will fall.



46% fall in operating costs

for Network Rail since 2003-04, primarily due to introduction of new technology and innovation

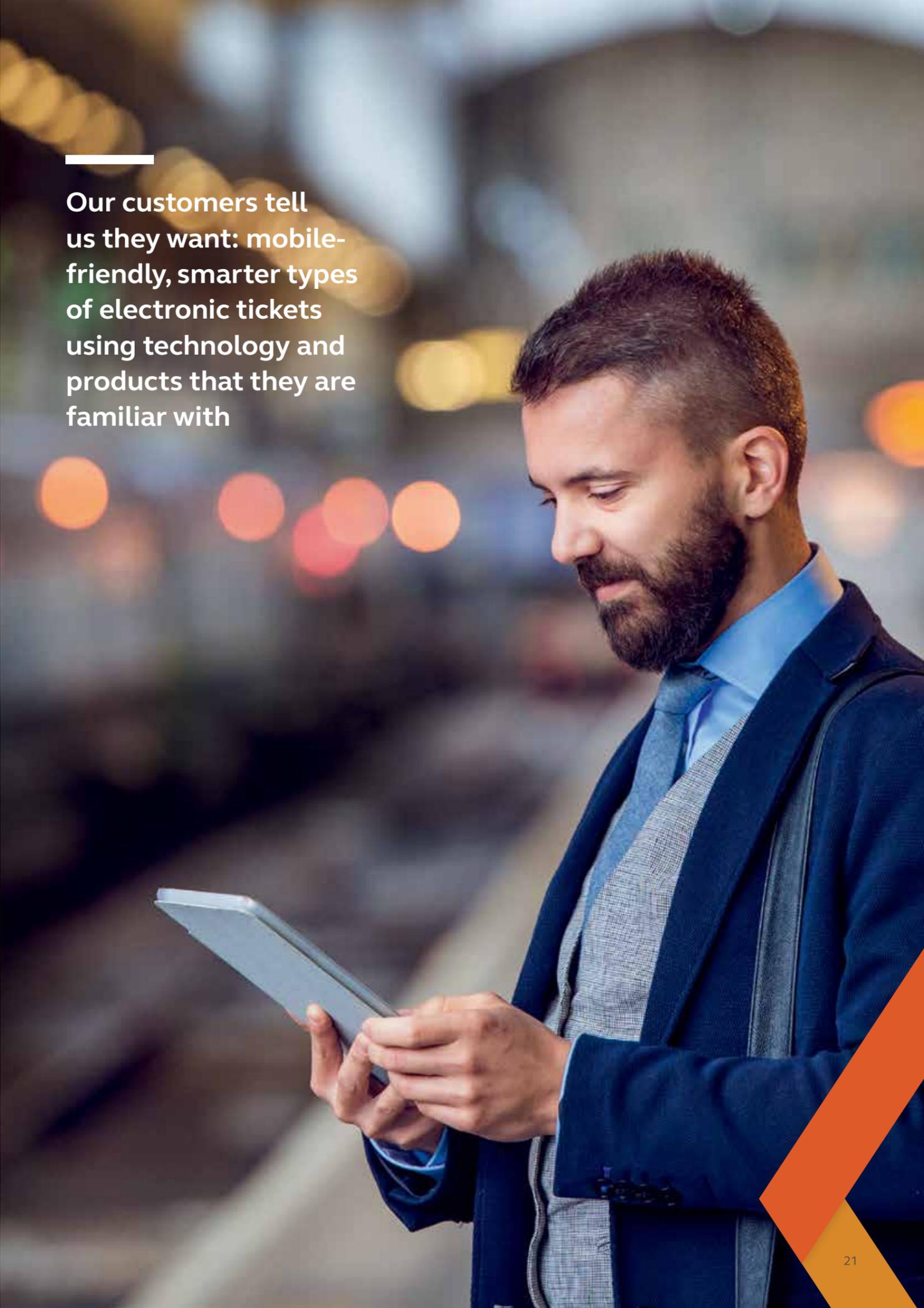


44p

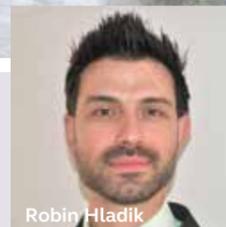
maintenance cost per electric vehicle mile, almost half that of diesel trains



Our customers tell us they want: mobile-friendly, smarter types of electronic tickets using technology and products that they are familiar with



CHANGING ROLES



Robin Hladik

Robin Hladik Duty Station Manager – London Midland

Robin has been Duty Station Manager at London Euston since June. At present he's Acting Duty Operations and Customer Experience Manager.

Robin's job is to deal with staffing issues including rostering, customer complaints and dealing with technical issues, with some knowledge of the detail of how the station works.

Having worked for London Midland since 2013, Robin began his career in the ticket office at Watford Junction at a Retail Travel Advisor. "I wanted to learn more about the operational side of the rail industry, so I took on a new challenge" says Robin.

"The learning process was pretty steep. You have to learn quickly". Technology in stations has changed: the introduction of contactless payment means that staff can be dealing with a lower flow of customers through the ticket office. But staff still have to deal with issues with contactless cards.

What does Robin enjoy most?

"It's the everyday challenges and the variety of tasks. No day is the same – my experience just becomes deeper."

WHAT DOES THIS MEAN FOR... WORKING IN RAIL

A safer workplace

We have made great strides in recent years in improving our staff safety record, so that we are now the best in Europe. While we are proud of that record, we want to use technology to make the railway even safer for employees, customers, and the communities we operate in.

One of the great benefits of the new technologies is that they reduce the risks of human error. The new digital systems supervise the speed of each train according to track and train data.

While the driver is in charge of the train, the on-board equipment intervenes to control if the distance or speed limit is exceeded, bringing it to a stop if necessary. In addition, as signal control is transferred to Rail Operating Centres, there is less need for colleagues to work near to tracks in all weather, day and night.

Developing our people

The successes of recent years would not have been possible without the tireless efforts of Network Rail's orange army and the professional commitment of thousands of train drivers, managers, station colleagues, train cleaners and contractors – the list goes on.

In recognition of their efforts, we offer our people some of the most consistently competitive benefits in the country:

- In an increasingly uncertain employment market, a job in rail is more secure than most
- Good salaries
- Attractive pension arrangements
- Discounted rail travel across the UK and Europe
- Opportunities to upskill and progress

Recent government research found that the staff turnover in rail is 3%, well below the UK average of 13%, indicating that many colleagues view rail companies as good employers. Effective relationships with unions have been and will remain key to ensuring the railway fully recognises and rewards the efforts of its people. But if we cannot modernise to improve quality and efficiency, the railway will become uneconomic and growth will not be possible, putting the benefits we offer employees at risk.

The rail industry invests significantly in developing its people, spending an estimated £250m -£350m a year on training. Analysis by the National Skills Academy for Rail (NSAR) indicates that train operating companies and Network Rail fund the vast majority of training, in contrast to comparable sectors such as retail, which rely more heavily on state funding.

30%

growth in train company staffing levels over last 20 years



100,000

forecast number of opportunities in rail and its supply chain over the next 10 years to deliver modern railway



14%

of rail employees are under 30



40%

of workforce are over 50



20%

women in overall industry

This investment will continue to grow, in line with the industry's commitment to providing its people with the training and skills they need to flourish in new roles in a digital age. In the next few years, there will be thousands more rail apprenticeships in work areas ranging from construction and engineering to customer service. Some will be for new recruits but a large number will be for current employees learning new skills.

Supporting our people

One of our central concerns is for our employees' health and well-being – both physical and psychological. Our workers deserve consistent and considered support, especially in times of change. Particularly on the front line, our people can encounter poor and abusive behaviour and we are resolved to tackle this problem with a 'zero tolerance' approach.

Here too, technology has an important part to play in ensuring employees' personal safety. CCTV and body cameras for some roles can help reinforce good customer and colleague behaviour. It is equally important that we continue to build good staff engagement and provide training in areas such as conflict management; and that we maintain strong relationships with the British Transport Police to ensure that colleagues who suffer abuse receive the support they need.

There is no place for abuse or bullying in any 21st century workplace, and rail companies are clear in their commitment to work with unions to address the issue when it arises, and to provide employees with strong and appropriate support.

We are determined to do all we can to make the modern railway a great place to work.

A more diverse workforce

Technology alone will not solve the challenges we face. We need our people too, and we want to offer them higher skilled and more fulfilling jobs. Far from being about destaffing, modernisation of the industry means a wider range of interesting roles.

It will create a 21st century rail workforce that manages 'big data', with signalling, telecoms, ticketing, station management and traffic management systems all producing continuous flows of data. So, instead of pulling levers, signalling engineers will need to be able to write code and algorithms, and maintenance technicians will be interpreting huge amounts of diagnostic information instead of inspecting track.

These changes will introduce greater diversity in our skillset, and workforce. The rail industry is behind the curve when it comes to employing staff who reflect the people it serves every day. As well as being more representative of modern society by increasing the number of female and black, Asian and minority ethnic employees, the industry must attract younger people to counter an ageing workforce.

5



number of non-managerial rail sector jobs in the top 150 average salaries paid in UK¹

3%



rail staff turnover compared to 13% UK average

216,000



number of people working in rail, 92,000 directly and 124,000 in supply chain

2,920



companies involved in the industry



£250m - £350m spent annually on training

20,000



the number of rail apprenticeships by 2020

¹ Office of National Statistics, 2016



CHANGING ROLES

Jim Taylor, Paul Duncan and Vivienne Woolley Signallers – Network Rail

Jim, Paul and Vivienne work at the high-tech Rail Operating Centre (ROC) in York - having moved from traditional railway signalling roles.

Shift Signalling Manager Jim Taylor has been a signaller for nine years. He makes sure the box is running well, ensuring liaison between signalling staff and everybody else working on the railway if things go wrong. "There's no hard work pulling levers now." If any sort of failure occurs, signalling is done manually and automated systems are switched off. It's where the skills and experience of each of the signallers come into their own.

The job is family-friendly. "You will do a 12-hour shift, but you can get a lot more time with your family with 8-9 rest days in a row."

Signaller Paul Duncan signals trains through the Sheffield and Rotherham area. He began his career in 2003 on "rustic country lane" level crossing gates, opening and closing gates and letting the signaller know of train movements. Graduating to mechanical signal boxes and eventually Sheffield Power Signal Box, York "couldn't be any more different from Sheffield".

"It's not the railway I started on, and it's not the railway I'll finish on!" says Paul. "The building is fantastic. The facilities are top-notch."

Vivienne Woolley also joined the railway as a crossing-keeper. Progressing to lever-framed signal boxes, Viv was appointed to York ROC where she helped to train everyone else on the new technology. "The leap from manual to computerised signalling is a big one". Learning geographical areas in itself takes around four weeks, using simulators. The training is "dependent on the person" - people learn at their own pace. It's important for many reasons, primarily the safety of the railway, that people aren't rushed through the training.

"I enjoy the role. It's busier, interacting with so many different people. Unexpected things crop up - that's when you earn your money."

"Technology has made the job a lot easier. It's not as physical as it used to be. We've gone from one extreme to the other. It's a fantastic progression, scary as it was when I first started to do it."

CONCLUSION



By Paul Plummer, Chief Executive, Rail Delivery Group

Customers are the lifeblood of the railway in Britain. This booklet has set out how rail companies want to meet and exceed their customers' expectations by using the latest technology to improve services and the way we work.

Making those changes is not merely just an option. It is imperative. Today, the railway in many parts of the country is full at peak times. As our population increases by a predicted 10 million in the next 25 years, many more people will need to travel by train on a daily basis.

To meet the challenges of today and tomorrow, the railway must embrace the digital age. State-of-the-art signalling and new trains which can make journeys faster and more frequent are vital. So too is better technology that empowers customers to make the best choice about their journey, together with systems that allow them to pay the right price for their journey quickly and easily.

A railway that fully utilises modern technology will make journeys safer, quicker, easier and more comfortable. It will create thousands of jobs and apprenticeships across the country. It will support the new homes that need to be built. It will allow people to live and work where they want. It will be more efficient for taxpayers and users too.

All colleagues in the industry will help drive forward these crucial changes. We want to help them have ever more pride in their roles by equipping them with the skills and tools to deliver a truly modern service to customers.

In short, a railway fit for the 21st century will be good for customers, for our people, for businesses and for the country. Making it possible will require significant investment from rail companies, suppliers to the industry and governments. And it will need your support. We hope you will join us in making the railway of tomorrow a reality.

If you would like to understand more about any of the improvements set out in this booklet, please contact your local train company, Network Rail route, or the Rail Delivery Group via info@raildeliverygroup.com.

